



# Labor Relations





## Department Description

The Labor Relations Department is comprised of the Labor Relations Director, the Labor Relations Deputy Director, three Labor Relations Officers, and one Executive Secretary. This Department supports a workforce of over 10,500 employees.

The Labor Relations Department provides advice and policy direction to the Mayor and management on labor and employment issues such as meeting and conferring with labor unions, grievance resolution, disciplinary actions and appeals, leave provisions, federal and state labor laws, and rewards and recognition programs. The Department serves as the primary point of contact for the City's five recognized labor organizations and negotiates on behalf of the City with regard to wages, hours, and terms and conditions of employment. Additionally, the Labor Relations Department delivers training on labor and employment related matters.

The Department's mission is:

*To provide leadership and expertise in complex labor and employment-related matters for the City of San Diego*

## Goals and Objectives

The following goals and objectives represent the action plan for the Department.

### ***Goal 1: Effectively represent the interests of the City in all bargaining matters***

Ensure that the City's policy objectives are effectively incorporated into all bargaining matters with each of the City's five recognized bargaining units in order to ensure effective and efficient services for the City, while maintaining harmonious relationships with the labor organizations. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Complete negotiations of Memoranda of Understanding (MOUs) by agreed-upon target dates
- Effectively manage the meet and confer process
- Maintain awareness of changes to and trends in labor and employment law

### ***Goal 2: Establish and promote collaborative and effective labor-management relationships in the City***

It is important to the Labor Relations Department mission to have open lines of communication with City employees and labor unions in order to effectively represent the interests of the City. Labor Relations is committed to treating

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all individuals with fairness, dignity, and respect. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Promote effective dispute resolution
- Foster positive relationships through open communication between unions and management
- Support adherence to labor-related policies and procedures through continued education of employees and supervisors
- Encourage management to use Labor Relations to assist with relevant issues
- Understand the City's operations from the perspective of the employee

## Service Efforts and Accomplishments

In Fiscal Year 2007, the Labor Relations Department completed contract negotiations for Fiscal Year 2008 with three of the five labor organizations: the International Association of Fire Fighters Local 145 (IAFF Local 145), the Deputy City Attorney's Association (DCAA), and the Police Officers Association (POA). In preparation of Fiscal Year 2009, staff initiated contract negotiations with the five labor organizations during Fiscal Year 2008.

Labor Relations worked with City departments and labor organizations to successfully implement Business Process Reengineering (BPR) recommendations related to wages, hours, and other terms and conditions of employment. The departments supported by Labor Relations for BPR-related meet and confer in 2008 included: Metropolitan Wastewater, Engineering & Capital Projects, General Services (Fleet Maintenance Division), San Diego Fire-Rescue (for Lifeguarding), and Environmental Services (except Collections).

After successfully negotiating the Mayor's ballot measures on managed competition and the changes to the retirement system, Labor Relations continues to work with the labor organizations regarding managed competition.

Labor Relations continues to have formal communications with the employees and management on labor and employment policy directives. In addition, Labor Relations provides advice to City departments and management on all issues related to wages, hours, working conditions and other terms of employment, including, but not limited to: Step 5 and Step 6 grievances, long-term disability appeals, industrial leave appeals, trainings, catastrophic leave, Family Medical Leave Act, etc.

## Budget Dollars at Work: Performance Expectations

### Goal 1: Effectively represent the interests of the City in all bargaining matters

Performance Measure	Baseline FY2007	Estimated FY2008	Target FY2009
1. Percent of Memorandum of Understanding (MOUs) and/or standard operating procedures (SOPs) in place in advance of agreed upon dates	100%	33%	100%
2. Percent of meet and confer efforts for which agreements are reached	100%	100%	100%
3. Number of Public Employment Relations Board (PERB) charges and/or Meyers-Milias-Brown Act (MMBA)-related lawsuits filed and upheld as a result of meet and confer problems	0	0	0
4. Percent of labor- and employment related documents reviewed and, if necessary, updated annually (e.g., Family Medical Leave Act (FMLA) updates, voluntary furlough forms)	100%	100%	100%

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## Goal 2: Establish and promote collaborative labor-management relationships in the City

Performance Measure	Baseline FY2007	Estimated FY2008	Target FY2009
1. Percent of grievances resolved at each level in advance of escalation	N/A	TBD <sup>1</sup>	25%
2. Number of Labor Management Committee meetings held with POA, AFSCME 127 and MEA	12	3 <sup>2</sup>	One meeting per quarter with each union
3. Percent of unlawful employment practice claims filed that are upheld (Mayoral departments/Non-Mayoral departments)	14.29%	0%	0%

## Budget Dollars at Work: Sizing and Workload Data

	FY2005	FY2006	FY2007	Estimated FY2008	Target FY2009
<b>Sizing Data</b>					
Number of City employees	11,096	10,859	11,416	10,787	TBD
Number of employees represented by a labor organization	10,352	10,264	10,717	10,107	TBD <sup>3</sup>
Number of labor organizations	5	5	5	5	5
<b>Workload Data</b>					
Number of MOUs renegotiated	3	3	3	5	TBD <sup>3</sup>
Number of issues requiring meet and confer	N/A	N/A	66	19	TBD <sup>3</sup>
Number of meet and confer sessions attended	N/A	N/A	152	65 <sup>2</sup>	TBD <sup>3</sup>
Number of property rights-related actions or discipline cases advised on or reviewed	87 <sup>4</sup>	165	209	113 <sup>2</sup>	113 <sup>5</sup>
Number of grievances heard	16	16	20	14 <sup>2</sup>	14 <sup>5</sup>
Number of supervisors/managers trained on labor-related policies and procedures	81	97	96	42 <sup>2</sup>	42 <sup>5</sup>
Number of hours of training provided to supervisors/managers on effective use of labor management tools and labor issues	648	776	768	336 <sup>2</sup>	336 <sup>5</sup>
Number of industrial leave, long-term disability and Skelly appeals conducted	16	39	40	24 <sup>2</sup>	24
Number of hours provided to investigation support	N/A	N/A	N/A	Tracking started March 2008	Tracking started March 2008

<sup>1</sup> Requested Software Tracking System in Fiscal Year 2009 budget

<sup>2</sup> Based on actuals through February 25, 2008

<sup>3</sup> TBD as part of the negotiation or meet and confer process with the labor organizations

<sup>4</sup> Based on actuals for January 1, 2005 through June 30, 2005

<sup>5</sup> Estimate for July 1, 2008 through February 25, 2009 based on actuals for Fiscal Year 2008



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## Department Summary

Labor Relations				
	FY 2007 BUDGET	FY 2008 BUDGET	FY 2009 PROPOSED	FY 2008-2009 CHANGE
Positions	37.50	6.00	7.00	1.00
Personnel Expense	\$ 3,274,804	\$ 762,353	\$ 929,644	\$ 167,291
Non-Personnel Expense	\$ 1,244,226	\$ 47,268	\$ 38,565	\$ (8,703)
<b>TOTAL</b>	<b>\$ 4,519,030</b>	<b>\$ 809,621</b>	<b>\$ 968,209</b>	<b>\$ 158,588</b>

## Department Staffing

	FY 2007 BUDGET	FY 2008 BUDGET	FY 2009 PROPOSED
<b>GENERAL FUND</b>			
<b>Labor Relations</b>			
Employee Benefits & Safety	28.50	0.00	0.00
Labor & Employment Relations	6.00	6.00	7.00
Special Training	3.00	0.00	0.00
<b>Total</b>	<b>37.50</b>	<b>6.00</b>	<b>7.00</b>

## Department Expenditures

	FY 2007 BUDGET	FY 2008 BUDGET	FY 2009 PROPOSED
<b>GENERAL FUND</b>			
<b>Labor Relations</b>			
Administration	\$ 38,801	\$ 4,735	\$ -
Employee Benefits & Safety	\$ 3,094,563	\$ -	\$ 2,954
Human Resources	\$ (4,965)	\$ 14,332	\$ -
Labor & Employment Relations	\$ 829,683	\$ 787,979	\$ 965,255
Special Training	\$ 560,948	\$ 2,575	\$ -
<b>Total</b>	<b>\$ 4,519,030</b>	<b>\$ 809,621</b>	<b>\$ 968,209</b>

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## Significant Budget Adjustments

### GENERAL FUND

Labor Relations	Positions	Cost	Revenue
<b>Salary and Benefit Adjustments</b>	0.00 \$	(331) \$	0
Adjustments to reflect the annualization of the Fiscal Year 2008 negotiated salary compensation schedule, changes to average salaries, retirement contributions, retiree health contributions, and other benefit compensation.			
<b>Public Safety Department Transfer</b>	1.00 \$	167,622 \$	0
Transfer of 1.00 Program Manager and associated non-personnel expense from the Public Safety Department.			
<b>Support for Information Technology</b>	0.00 \$	(1,850) \$	0
Funding allocated according to a zero-based annual review of information technology funding requirements and priority analyses.			
<b>Non-Discretionary</b>	0.00 \$	(6,853) \$	0
Adjustments to expenses that are determined outside of the Department's direct control. Examples of these adjustments include utilities, insurance, and rent.			

## Expenditures by Category

	FY 2007 BUDGET	FY 2008 BUDGET	FY 2009 PROPOSED
<b>PERSONNEL</b>			
Salaries & Wages	\$ 2,179,963	\$ 514,701	\$ 626,799
Fringe Benefits	\$ 1,094,841	\$ 247,652	\$ 302,845
<b>SUBTOTAL PERSONNEL</b>	\$ 3,274,804	\$ 762,353	\$ 929,644
<b>NON-PERSONNEL</b>			
Supplies & Services	\$ 715,749	\$ 30,931	\$ 29,485
Information Technology	\$ 486,037	\$ 13,985	\$ 7,760
Energy/Utilities	\$ 34,438	\$ 1,352	\$ 320
Equipment Outlay	\$ 8,002	\$ 1,000	\$ 1,000
<b>SUBTOTAL NON-PERSONNEL</b>	\$ 1,244,226	\$ 47,268	\$ 38,565
<b>TOTAL</b>	\$ 4,519,030	\$ 809,621	\$ 968,209

## Revenues by Category

	FY 2007 BUDGET	FY 2008 BUDGET	FY 2009 PROPOSED
<b>GENERAL FUND</b>			
Transfers from Other Funds	\$ 3,530,090	\$ -	\$ -
<b>TOTAL</b>	\$ 3,530,090	\$ -	\$ -



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## Salary Schedule

### GENERAL FUND

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<i>Class</i>	<i>Position Title</i>	<i>FY 2008 Positions</i>	<i>FY 2009 Positions</i>	<i>Salary</i>		<i>Total</i>
1876	Executive Secretary	1.00	<b>1.00</b>	\$	52,009	\$ 52,009
2214	Deputy Director	0.00	<b>1.00</b>	\$	89,660	\$ 89,660
2269	Labor Relations Manager	1.00	<b>1.00</b>	\$	120,324	\$ 120,324
2270	Program Manager	4.00	<b>4.00</b>	\$	89,997	\$ 359,988
	Ex Perf Pay-Unclassified	0.00	<b>0.00</b>	\$	-	\$ 4,818
	<b>Total</b>	6.00	<b>7.00</b>			<b>\$ 626,799</b>
<b>LABOR RELATIONS TOTAL</b>		6.00	<b>7.00</b>			<b>\$ 626,799</b>